

# Facilitating Productive JAD Sessions

**Duration: 3 (4) days**

## Overview

The information technology industry's track record in finishing projects on time and within budget continues to underwhelm the business community. Any approach that promises faster delivery of the information technology that the business community needs and expects should rightfully be viewed with skepticism and suspicion. Time and again, IT gurus have promoted solutions that were, in the end, nothing more than empty promises. Yet there have been significant successes.

JAD (Joint Application Development) is certainly not a new concept. It is, however, still one of the most acceptable alternatives to letting technology dictate what the business community needs and wants. Like any other approach offering significant advantages, there is an associated price. Facilitating productive JAD sessions and delivering on their promise are non-trivial assignments. This seminar presents tools, techniques and insights that are based on the collective experiences of many successful JAD facilitation teams. These concepts can serve as a basis for your on-going efforts to improve a process in dire need of improvement. They can drastically shorten the time to complete the crucial early project phases while dramatically increasing the quality of the resulting deliverables.

## Approach

Working with others, you will try the presented concepts to test their value. The presenter and the group then evaluate, discuss and critique your performance. *The optional session simulation day with videotaping and critique offers you an opportunity to be the facilitator and/or session analyst to truly get the sensation of an actual session.*

## Audience

The target audience consists of systems analysts, business analysts, systems designers, project managers, business managers and end users who are interested in expediting the process of defining, developing and delivering high-quality information technology solutions.

## Customization

This class is a collection of training modules that can be presented as-is or combined with modules from other classes to create a unique training experience for your group. You can also eliminate non-essential modules to shorten the class. This approach lets participants optimize their time investment and maximizes the organization's return on its training dollars.

*Developed and presented by:*

Hathaway & Associates, Inc.  
16057 Tampa Palms Blvd. W., # 197  
Tampa, FL 33647

*"Effective Business Use of Information and Systems"*

Telephone: (813) 973-3046  
Fax: (813) 864-0131  
Email: [training@thehathaway.com](mailto:training@thehathaway.com)  
Website: [www.thehathaway.com](http://www.thehathaway.com)  
[www.businessanalysisbooks.com](http://www.businessanalysisbooks.com)

# Outline

## **JI Introduction and Expectations**

*Duration ≈ 1 hour*

Decreasing time and cost to deliver information technology that the business community can use has been the goal of the information industry since it was born. Joint Application Development (JAD) is a powerful option if your situation is right. Given the state-of-the-art, how can this consensus-building approach help your project and your organization?

1. Why Do Technology Projects (Still) Take So Long?
2. The Promises of Accelerated Techniques
3. What Are the Risks of Acceleration?

## **JM Methodologies and Acceleration**

*Duration ≈ 2 hours*

Doing something faster only makes sense if you know what you are doing – and why. Methodologies, in spite of any potential shortcomings, offer a set of activities and/or deliverables that you can use as a basis for a plan. A methodology by itself will not make your project succeed, but ignoring it can be expensive.

1. Methodologies: The Good, The Bad, and The Ugly?
2. From Activities to Results
3. Selecting the Right Approach for Your Project
4. Critical Success Factors for Successful JAD Sessions

## **JP Preparing for a JAD Session**

*Duration ≈ 3 hours*

Without a good recipe, every meal is an adventure. Without proper preparation, every JAD is a disaster waiting to happen. From the time the JAD option is considered until the working session starts, there are many things you can do to improve the probability of a successful and productive JAD session.

1. The Pre-session Meeting
2. Participant Pre-work and Training
3. JAD session participant selection
4. Scheduling Techniques

## **JF Managing the Working Session**

*Duration ≈ 3 hours*

JAD facilitation is the art of letting a cross-functional group of participants realize their productive potential for solving a predetermined problem. The facilitator needs to have a good balance of people skills and technical skills to be effective in achieving the best result the group is capable of delivering.

1. The Facilitation Challenge
2. Starting on the Right Foot
3. Momentum Maintained
4. Technically Rewarding

## Outline *(continued)*

### **JD Managing the Deliverables**

*Duration ≈ 3 hours*

The visible deliverables of the JAD session are the primary reason for the session. If these documents fail to meet management's expectations, the entire session will be considered a failure. Beyond managing the session, there are a number of other critical activities someone has to address to truly deliver what the JAD promises.

1. Organizing and Structuring the Deliverables
2. Analysis, Review and Change Management in a JAD
3. Working Documents versus the Final Deliverable
4. Solo versus Scribe versus Session Analyst

### **JT Profile of a JAD Facilitation Team**

*Duration ≈ 2 hours*

Building cross-functional consensus offers the highest probability for identifying the best solution to any problem. Information technology projects typically involve a wide range of people from different walks of life. Each person represents a unique value system, thinking style, behavior and leadership style. If you ignore the people dimension, your project will fail.

1. (Ideal?) Facilitator and Session Analyst Profiles
2. Motivational and Thinking Styles
3. Social Interaction and Leadership
4. Using Profiles – Risks and Rewards

### **JX Recognizing and Resolving Problem Situations**

*Duration ≈ 3 hours*

In spite of your best intentions, no JAD ever runs as planned. From facilitation through to the final deliverable, there are a wide range of problems and pitfalls waiting for the unsuspecting. Experience can be your best weapon, whether it is your experience or someone else's.

1. Dealing with People Problems
2. The Scope Monster
3. Dealing with Reality
4. Managing Uncertainty

### **JC Closing the Working Session**

*Duration ≈ 1 hour*

Bringing the working session to a satisfactory completion is an opportunity to instill a sense of accomplishment and anticipation in all attendees. Accomplishment comes from a job well done; anticipation from the group's realistic expectation of what's next. Both feelings are critical measures of true success. How can you awaken these feelings in all involved?

1. Open Issues, Action Items, and Possible Post-Session Reactions
2. Evaluating the Session
3. Document Distribution
4. The Risks Revisited

## Outline (continued)

### **JV Simulated Session with Videotaping (optional)**

*Duration ≈ 1 day*

Classroom settings are great for knowledge transfer of techniques that lend themselves to the presentation/ demonstration/ exercise mode of learning. Facilitation techniques, however, are best learned “on the job”. To reduce the risk of failure in the line of fire, this one-day, optional module offers a videotaped simulation of an actual session followed by a critique and self-evaluation of your performance as JAD facilitator and/or session analyst.

1. Session Preparation Exercise
2. Simulated Working Session
3. Participant Roles
4. Personal Development Plan

# Objectives

*After this section, participants will be able to to:*

<b>JI Introduction and Expectations</b>	<ul style="list-style-type: none"> <li>➤ Explain the difference between accelerated methods and other approaches</li> <li>➤ Discuss the need for and advantages of accelerating early project phases</li> <li>➤ Recognize the major risks of accelerating the system development process</li> </ul>
<b>JM Methodologies and Acceleration</b>	<ul style="list-style-type: none"> <li>➤ Understand the role of methodologies in acceleration</li> <li>➤ Use a methodology to prepare an accelerated session</li> <li>➤ Identify project types that are suitable JAD candidates</li> </ul>
<b>JP Preparing for a JAD Session</b>	<ul style="list-style-type: none"> <li>➤ Discuss the importance and critical success nature of pre-sessions</li> <li>➤ Be able to organize and schedule an accelerated session</li> <li>➤ Adapt a check-list of pre-session activities</li> </ul>
<b>JF Managing the Working Session</b>	<ul style="list-style-type: none"> <li>➤ Get a session started on the right foot and maintain the momentum</li> <li>➤ Manage a creative cross-functional group consensus-building process</li> <li>➤ Generate and sustain a productive session environment</li> </ul>
<b>JD Managing the Deliverables</b>	<ul style="list-style-type: none"> <li>➤ Develop effective work documents to support the session participants</li> <li>➤ Organize and analyze the visible results of the session</li> <li>➤ Use the deliverables to maintain session momentum and focus</li> </ul>
<b>JT Profile of a JAD Facilitation Team</b>	<ul style="list-style-type: none"> <li>➤ Determine the usability of profiling tools for enhancing communication</li> <li>➤ Assess their own strengths and challenges based on the profiling tool</li> <li>➤ Use other people's preferred mode of communication</li> </ul>
<b>JX Recognizing and Resolving Problem Situations</b>	<ul style="list-style-type: none"> <li>➤ Recognizing when things are going awry</li> <li>➤ Develop contingency plans for dealing with unpleasant situations</li> <li>➤ Be prepared for the unexpected</li> </ul>
<b>JC Closing the Working Session</b>	<ul style="list-style-type: none"> <li>➤ Use open issue, question, and post-session task lists</li> <li>➤ Evaluate a session to improve the process</li> <li>➤ Maintain the project momentum after the session</li> </ul>
<b>JV Simulated Session with Videotaping (Optional)</b>	<ul style="list-style-type: none"> <li>➤ Apply the techniques in a simulated situation</li> <li>➤ Play the role of facilitator and/or session analyst</li> <li>➤ Observe the JAD process from the participants perspective</li> </ul>

*In the beginning there was blankness.*